Capstone Concept for Joint Operations

CCJO Stakeholder Discussion

Joint Staff / J7
Joint Experimentation, Transformation and Concepts Division
Joint Concepts Branch
Major John "Speedy" Klein, USAF
11 January 2008

Joint Staff/J7/JETCD/703-693-6156

Purpose & Overview

Purpose

Provide Stakeholders further details on CCJO development and capture feedback that will influence further writing efforts.

Overview

- **Agenda**
- **Writing Team Rules of Engagement**
- **CCJO Core Writing Team & Introductions**
- **Planner-Level Engagement & DART Vector Check Feedback**
- **Purpose & Scope?**
- **Military Problems Discussion**
- **Solution Development Discussion**
- **Round-the-Room Feedback**

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Agenda

0830-0845 Motherhood (welcome, agenda, ROE, introductions)

0845-0900 Planner-Level Engagement & DART Vector Check Feedback

0900-1000 Purpose, Scope, & Military Problem Discussion

1000-1015 Break

1015-1100 Military Problem Discussion

1100-1130 Solution Development Discussion

1130-1145 Round-the-Room Feedback & Wrap-Up

Writing Team Rules of Engagement

1. Act like gentlemen and ladies.
2. No “shoulda, coulda, wouldas”…put your energy into the problem at hand.
3. Get your point across and move on.
4. Don’t take your ball home…we need each other.
5. Save sidebar discussions for the breaks.
6. JETCD has the hammer for “let’s move on”.

CCJO Core Writing Team

Lead: JS/J7/JETCD

- **Col Bob Chase, CAPT Lisa Franchetti, Lt Col Pete Lambert, Lt Col Russ Salley, Maj Speedy Klein**

DASD/SO-LIC/FTR

- **CAPT Dale Fuller, Mr. Scott Craig (USMC, Ret.)**

HQDA/G-3/5/7 & TRADOC

- **CPT Erica Cameron, Mr. Bill Shugrue (USA, Ret.)**

USN/N5SC

- **LCDR Sean Grunwell, LT Dennis Wischmeier**

USJFCOM/J9

- **LTC Greg Metzgar, Mr. Bob Fawcett (USMC, Ret.)**

USAF/A5XS

- **Lt Col Idle Power, Mr. Jerry Siegel (USAF, Ret.)**

USMC/MCCDC/G-3/5

- **Maj Mark Givens, Mr. Jim Trahan (USMC, Ret.)**

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Planner-Level Engagement Feedback

General Conclusions:

- Must use language that OSD understands (DPS's, Trends & Shocks)
- Must address near peer competitor
- Suggested we add "professionalization" as an emerging attribute of relevant non-state actors
- Not revolutionary or edgy
- Much discussion regarding systems approach to understanding the operational environment
- Must address near peer competitor
- Support hybrid challenges perspective
- Portray Unified Action as a mindset rather than simply coordination with IA/MN Stakeholders
- IW/MCO is not an either/or proposition; we will face hybrid combinations of challenges
- Military Problems are not comprehensive; must give a description of a coming global war
- Suggested the Plan for Assessment is a good place for the DPSs
- Also struggling with the IW/MCO balance in their concepts
- Human dimension/cognitive terrain is becoming primary
- Need to have forward presence but for a different reason and at a smaller scale

JETCD Assessment of Planner-Level Engagement:

- Well worth our time
- Gleaned some good ideas that have/will influence the document
- Desire to conduct expanded engagement (upward and outward) as the CCJO moves forward

DART Vector Check Feedback

Members:

Gen. Charles F. "Chuck" Wald, USAF (Ret.), L-3 Communications
Dr. Michele Flournoy, Center for a New American Security
Dr. James N. Miller, Center for a New American Security

General Conclusions:

- **Structure and logic good**
- **Less thematic approach and focus on specific military problems is good approach**
- **Apparent shift from the traditional warfare focus**
- **Low end of the spectrum of conflict is a greater threat to our nation than before**
- **Expand the Military Problem set to make it more comprehensive**
- **More resource-constrained in the future**
- **Unified Action is essential**
- **Strategic agility across the ROMO to be able to counter hybrid combinations of challenges**
- **Operational agility to transition between mission sets**
- **Broaden our focus with respect to understanding the threat**
- **Developing templates or fixed paradigms to understand the threat leads to an inability to adapt**
- **Acknowledge we *will* get things wrong; we must have the ability to adapt quickly when we do**
- **National security in the future will be more about *thinking* than fighting**

JETCD Assessment of DART Vector Check:

- **Got what we asked for (futurist/conceptual thinker look, logic/structure look, operator look)**
- **Inputs very valuable to the CCJO revision process**
- **Worth the money**

Purpose Statement

The Capstone Concept for Joint Operations (CCJO) is the overarching concept of the family of Joint Operations Concepts (JopsC) that generates and guides the development of future joint capabilities. The purpose of the CCJO is to lead force development and employment primarily by providing a broad description of how the Future Joint Force will operate. Service concepts and subordinate joint operating, functional, and integrating concepts will be guided by and expand on the CCJO solution. This document is also meant to stimulate thoughtful debate and serve as a catalyst for the presentation and consideration of innovative ideas. Interagency and multinational partners may use the CCJO to assess potential integration requirements and opportunities.

Purpose Statement Discussion Notes

Notes (Attribution):

- PACOM—CCJO title is misleading; title doesn't suggest future
- TRADOC--Concur

Scope Statement

The CCJO broadly describes how Future Joint Forces are expected to operate across the range of military operations in 2016-2028 (from just outside the Future Years Defense Program to 20 years in the future) in support of national strategic objectives, with an emphasis on evolving and expanding missions. It applies to operations around the globe conducted unilaterally or in conjunction with multinational military partners, other government and non-government agencies, and other emerging partners.* It envisions military operations conducted within a national strategy that incorporates all instruments of national power. This concept is relevant to Department of Defense components (combatant commands, the military Services, defense agencies, and the Joint Staff) for developing and linking strategy, concepts, experimentation, and capabilities.

****The term other emerging partners is an inclusive term to illustrate that in order be successful in the future operating environment the US military will have to work in concert with non-traditional partners who are growing stakeholders in the increasingly globalized world. These emerging partners are yet unknown but will likely emerge as central powers in the diplomatic, informational, or economic realms.***

Scope Statement Discussion Notes

Notes (Attribution):

- XXXXXXXX

Military Problems

1. Assuring access
2. Militarily-significant technology
3. Relevant non-state actors
4. Growing complexity of the operational environment
5. Threats to the Homeland
6. Shifting and growing demand for military employment within the range of military operations

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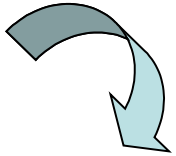
Military Problems

1. Assuring access



Problem Statement

The first military problem is assuring access to both the "global commons" and strategic areas of interest. Our economic well-being and military capacity will increasingly be tied to the use of the "global commons" (principally, the high seas, space, cyberspace). Assuring sustained access to and appropriate use of the "global commons" while possessing the ability to deny adversaries unfettered exploitation of the same commons is crucial to national security. Additionally, emerging global powers will develop capabilities that deny access to US and allied strategic areas of interest apart from the "global commons." Sustaining operations and logistics in these increasingly-challenged environments will add another dynamic to the Joint Force Commander's operational environment.

Elements of the Problem

- **Controlling open access**
- **Global commons increasingly contested access**
- **Competition for strategic resources**
- **Commerce highly susceptible to disruption**

Diplomatic access

Operational

Deep, extended operations

Off-shore basing

Military Problem Discussion Notes

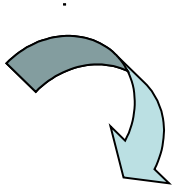
Notes (Attribution):

- JFCOM--Problem as written as condition not problem
- PACOM—Cascade stretches logic process; use circle
- DART suggested overarching problem, build with subset
- Marines—pull slide
- EUCOM/STRATCOM concur

- Marines—apart bad; deny access to both global commons and areas of interest (in addition to)
- EUCOM—allied needs to be expanded
- J7—will also include interest beyond gov’t

Military Problems

2. Militarily-significant technology



Problem Statement

The second military problem is the falling barriers to the acquisition of militarily significant technologies. Proliferation of highly disruptive technologies and destructive weapons by potential adversaries poses a growing threat that the future Joint force must be able to contend with both at home and abroad.

Elements of the Problem

- **Increasingly difficult to detect, track, destroy, defend against, and recover**
- **Consequence management capacity**
- **WMD proliferation and intimidation**
- **Proliferation of advanced conventional weaponry**
- **Ingenious combinations of available technology**
- **Ever-increasing pace of adversary adaptability**
- **Risk of technological surprise**

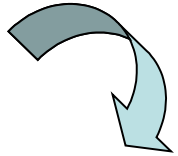
Military Problem Discussion Notes

Notes (Attribution):

- JFCOM—needs to mold to more problem vs restatement of
- SOCOM—add disruption of economics; define impact; better define technological spread of problem (cell phone and GPS vs bomb)
- PACOM—technologies not disruptive; application of technologies
- TRADOC—define where military will be called in to react to technologies
- EUCOM—term used dual or multiuse technologies

Military Problems

3. Relevant non-state actors



Problem Statement

The third military problem is the rising number and variety of relevant non-state actors including radical ideological groups, militant political movements, mercenaries, and insurgents that wish to do harm to the US and its allies.

Elements of the Problem

- **Competing worldviews increase the likelihood for conflict**
- **Empowered by communications technology**
- **Overlapping networks (crime, terrorist, illegal trafficking, etc.)**
- **Transient and mobile; difficult to identify**
- **Able to influence large populations**
- **State sponsorship and home-grown terrorists**
- **Asymmetrical attacks**

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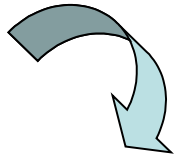
Military Problem Discussion Notes

Notes (Attribution):

- JFCOM—for rising add capacity
- ??—Add exploitation of our freedoms (and legal restrictions/legal authorities)
- SOCOM—dissipate communities; regional motivation may not be directed against US, just have impact—ungoverned spaces
- Marines—must still tie in effects; otherwise, why DoD involved?
- CENTCOM—add difficultly of attribution—who is actually acting?
- TRADOC—needs to add the religious political entity independent of nation
- SOCOM—observable vs unobservable level; consider enabling sovereignty as term
- (Get copy of SOCOM's Capstone document)
- Slide 56—hit access issue to the forces 'behind the curtain'
- 56—pull word 'enemy' colcullen?? (See SOCOM)

Military Problems

4. Growing complexity of the operational environment



Problem Statement

The fourth military problem is the growing complexity of the operational environment. Success in future operations will require a better understanding of ourselves, the adversary, and the operational environment.

Elements of the Problem

- **Operations in the human and information domains**
- **Influence operations surpass geographic boundaries**
- **Anti-US sentiment and spread of radical ideologies on a global scale**
- **Multi-domain operations and overlapping lines of effort**
- **Hybrid challenges (combinations of traditional, catastrophic, irregular, and disruptive)**
- **Less liberty in choosing "time and place"**

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Military Problem Discussion Notes

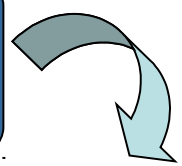
Notes (Attribution):

- Russ—use fighter analogy
- Marines—'must operate in' environment
- AF—better understanding of self—reword; sounds like psychiatrist
- ??—capture info overload
- Marines—we don't create solutions, we mitigate consequence
- SOCOM—strategic compression
- J7—must talk of risk in conjunction with mitigation; good experiment topic in tradeoffs
- SOCOM—need to discuss 'empowerment' soldiers get strategic info; how do they act upon it? Not just leadership, but what is authorized
- CENTCOM—also have less choice in the force we bring; consider what force structure we bring--tailored

BREAK

Military Problems

5. Threats to the Homeland



Problem Statement

The fifth military problem is defending against an increasing number of threats to the Homeland.

Elements of the Problem

- **Proliferation of ballistic missile technology**
- **Expanding space and cyberspace capabilities of potential adversaries**
- **Franchised and self-generating radical ideological groups**
- **Porous borders (illegal immigration and trafficking)**
- **Potential for WMD attack**
- **Consequence management**
- **Plethora of vulnerable targets**
- **Complexity of interagency coordination**

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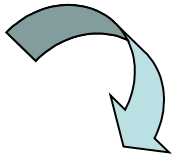
Military Problem Discussion Notes

Notes (Attribution):

- JFCOM—pull numbers, focus on capacity and depth

Military Problems

6. Shifting and growing demand for military employment within the range of military operations



Problem Statement

The sixth military problem is the shifting and growing demand for military employment within the range of military operations. An increase in the frequency, duration, and variety of future operations will create capacity problems for the future Joint force. The future Joint force will be faced with correctly transforming to meet the emerging non-traditional challenges while maintaining credible conventional capability.

Elements of the Problem

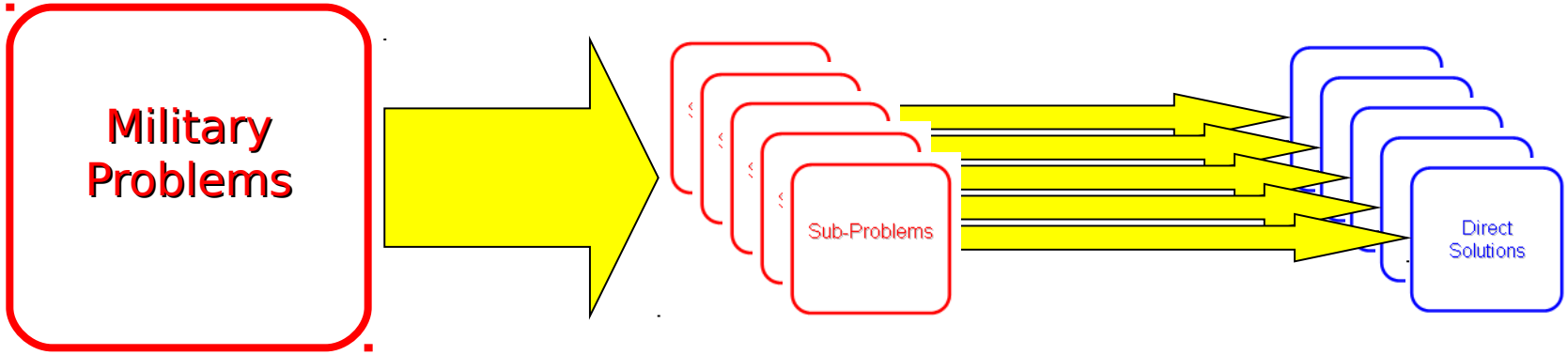
- **Shift from traditional to non-traditional challenges**
- **Sustain a credible conventional force**
- **Responsibility to prevent wars**
- **Capacity problems for the military**
- **Expanding global battlespace**
- **Transition across the range of military operations**

Military Problem Discussion Notes

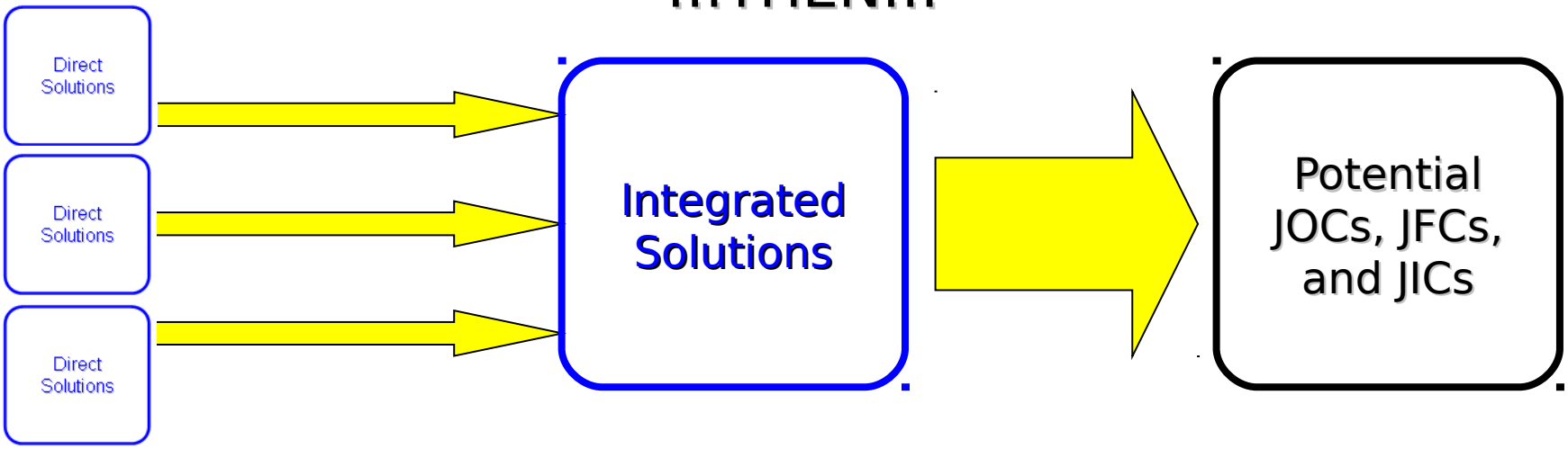
Notes (Attribution):

- PACOM—Show shift in continuum as well as combining; show new overlaps
- TRADOC—consider using sand chart
- SOCOM—environment vs battlespace; IA/MN concerns
- Marines—are we laying out solutions? Also, maybe format for CCJO not correct

Solution Development Logic



...THEN...



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Solution Development Discussion Notes

Notes (Attribution):

- Marines—campaign structure was based when CCJO had JTF focus; wider aperture may allow changes
- PACOM—splitting solutions may not work for JOC
- TRADOC—changes make force changes to 3010 model

Round-the-Room Feedback

Notes (Attribution):

- JFCOM--Need to better focus ‘order’ of JopsC universe in CCJO
- SOCOM—we will support
- EUCOM—we will support; need to balance COCOM vs service
- STRATCOM—scope needs to guide all concepts
- Marines—logic slide for CCJO

Capstone Concept for Joint Operations

CCJO Stakeholder Discussion

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Backup

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Joint Operations Concepts (JOpsC)

Strategic Guidance

Inform

Inform

Capstone Concept for Joint Operations (

Description of how the joint force will operate 8-20 years in t

Revision 2008

Revised 2006

Joint Operating Concepts (JOC)

Operational design and effects

Operational Context

Revision on hold

Joint Functional Concepts (J

Functional capabilities

Support

1. Homeland Defense/Civil Support 2.0 (Oct 07)
2. Deterrence Operations 2.0 (Dec 06)
3. Major Combat Operations 2.0 (Dec 06)
4. Military Support to Stabilization Security, Transition and Reconstruction (SSTR) Operations 2.0 (Dec 06)
5. Irregular Warfare 1.0 (Sep 07)
6. Military Support to Cooperative Security and Engagement 0.7 (in progress)

1. Battlespace awareness 1.0 (Dec 03)
2. Command and Control 1.0 (Feb 04)
3. Force Application 1.0 (Feb 04)
4. Focused Logistics 1.0 (Dec 03)
5. Force Management 1.0 (Jun 05)
6. Net-Centric 1.0 (Apr 05)
7. Force Protection 1.0 (Jun 04)
8. Training 0.9 (JCB approved)

Joint Integrating Concepts (JIC)

Integrating tasks, conditions and standards

1. Global Strike (Jan 05)
2. Joint Forcible Entry Operations (Sep 04)
3. Joint Undersea Superiority (Jan 04)
4. Integrated Air and Missile Defense (Dec 04)
5. Seabasing (Aug 05)
6. Joint Logistics – Distribution (Dec 05)
7. Joint Command & Control (Aug 06)
8. Net-Centric Operational Environment (O
9. Persistent ISR (Mar 07)
10. Combating WMD (Dec 07)
11. Joint Urban Operations (Jul 07)

Strategic Communications (in progress)

Governed by CJCSI 3010.02B, Jan 06

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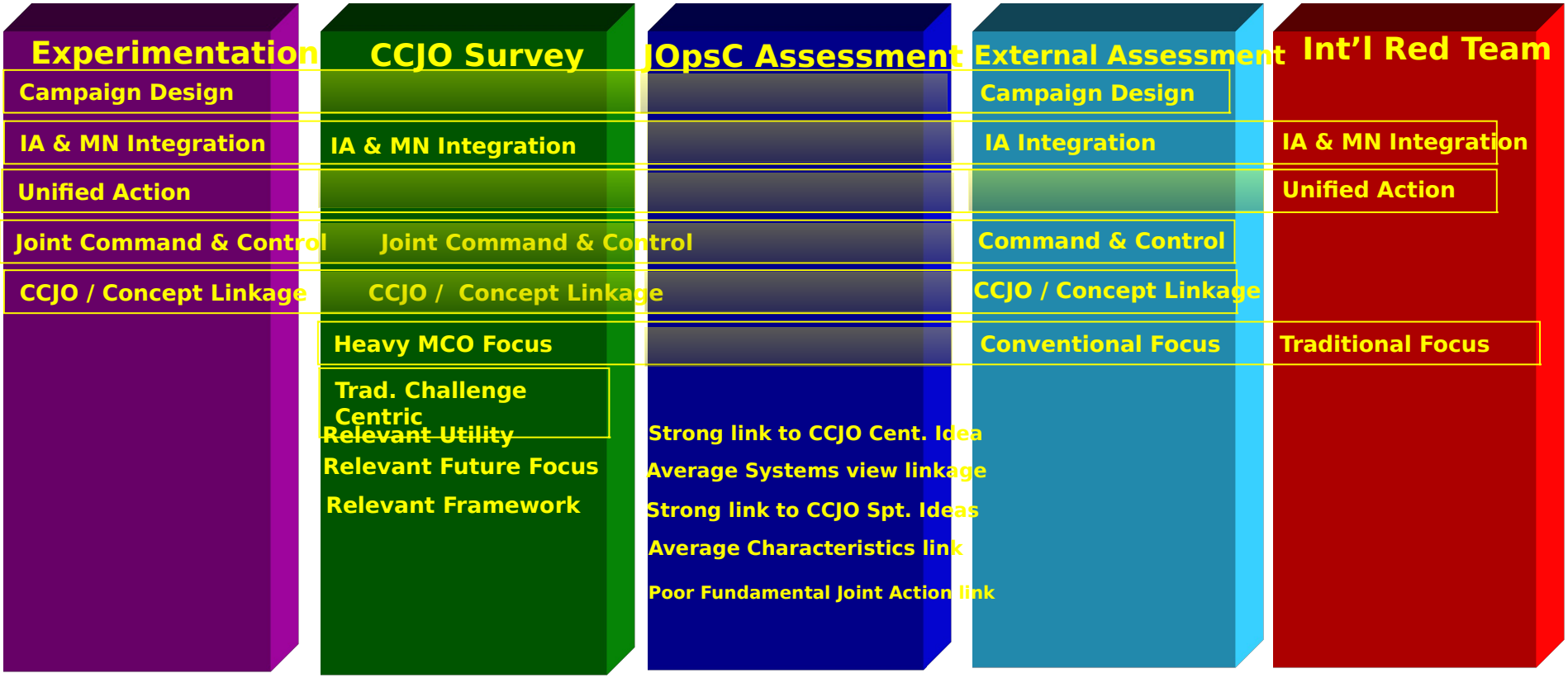
CCJO 2.0 Assessment



JFCOM | J-7 Internal | J-7 Internal | IDA Studies; Concept Community | IDA Studies Element

What are the Threads?

Key Insights from CCJO 2.0 Assessment

1. Lacks clear integration of Interagency and Multinational aspects
2. Traditional challenge and Major Combat Operation-centric
3. Lacks focus on Joint Command and Control
4. Needs refinement of Unified Action concept/ideas
5. Subordinate concepts link inconsistently
6. Solution must be easily applied and assessed
7. Core framework is considered useful and relevant
8. Operational design elements (JP 5-0) need more illumination

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DART Vector Check Feedback

Dr. Flournoy Proposed Changes:

- Liked the less thematic approach to the military problems; we should do the same for the solution set
- Suggested we should expand the military problem set to make it more comprehensive
- What are the military options that we want to create or preserve for the President?
- Mine current CCJO for things to preserve (specifically, Sect. 4)
- Unified Action is essential; must be defined from multiple perspectives (Joint, Interagency, Multinational); should address both operating within the context of Unified Action and operating in an environment where it may not be present
- Building partnership capacity: 1. enabling partners to help us when needed 2. enable partners to help themselves so that we don't have to go into their areas in the first place
- We must have a flexible force with a mission that can rapidly move up and down the ROMO
- We should address scarce resources in the Risk Section
- Frame the military problems as a set of tensions or hard decisions

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DART Vector Check Feedback

Gen Wald Proposed Changes:

- Low end of the spectrum of conflict is a greater threat to our nation than before
- Cannot treat current shift of funding to manpower and consumables as a zero-sum equation; Must say that there will be an expansion to the required military capacity
- JIACG approach is important; address an interagency approach in the document; "How do you apply soft power in a less ad hoc way?"
- Need for a government-wide UCP?
- Chairman's intro is going to be critical for this document
- Good IA "hook" is building partnership capacity; some of the biggest challenges are the legalities of technology transfer; unable to help partners upgrade their systems fast enough to achieve interoperability; we must modernize at a pace that will enable our partners to keep up

• We have never predicted a conflict yet; this is something we might want to acknowledge in the CCJO
• We must be nimble across the ROMO
• May not have as much of a choice [time to deliberate] for selecting our military responses; we may not be able to do *time and place of our choosing*
• We will be more resource-constrained in the future
• Cannot assume we will have everything we have had in the past
• CCJO should force some serious thinking about cyberspace and space issues
• Serious national security is not going to be about fighting—it will be about thinking

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DART Vector Check Feedback

Dr. Miller Proposed Changes:

- **Concur with previous UCP/Unified Action comments**
- **Must be abreast of the upcoming "coherent USG approach" that the next Administration is going to have to deal with**
- **Liked the "adversary DNA" idea but suggested we need to broaden our focus with respect to understanding the threat**
- **We should include a ROMO chart**
- **Only military problems #1 (Access) and #5 (Shifting/Growing Demands within ROMO) are written as military problems; the rest of the problems are elements of the security environment; cannot reduce complexity, cannot reduce falling barriers to technology, and cannot reduce the number of relevant non-state actors**
- **Suggested we develop our military problems to better set up the description of our solutions**
- **IW will be part of hybrid warfare; there is a greater risk to our nation than in the past; we can afford the risk less than we could in the past**
- **We must not only have a flexible force that can move up and down the ROMO, but they must be agile within singular operations and be able to transition from one mission set to another**
- **The systemic thinking approach is better because it encourages broader thinking**
- **There are a lot of "yin/yangs" in the issues we are trying to address (e.g., prevent conflict-defeat adversaries; specialized forces-general purpose forces; operating with UA-operating without UA; etc.)**
- **Must acknowledge that we *will* get things wrong and we must have the ability to adapt when we do**
- **Our failure is that we assume we *can* understand the threat and this leads to an inability to adapt**

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CCJO Writing Team Progress

- Have held three writing workshops to date.
- CCJO Writing Team has developed the Purpose, Scope, Military Problems sections, and the basic outline.
- Recently completed first round of Planner-Level Stakeholder Engagement and a Defense Adaptive Red Team Vector Check.
- Next required stage of the process is to provide an In Progress Review to the OPSDEPS that includes the Purpose, Scope, and Military Problems (scheduled for 28 Jan 08).
- Next writing workshop (15-17 Jan 08) will focus on Solution development.

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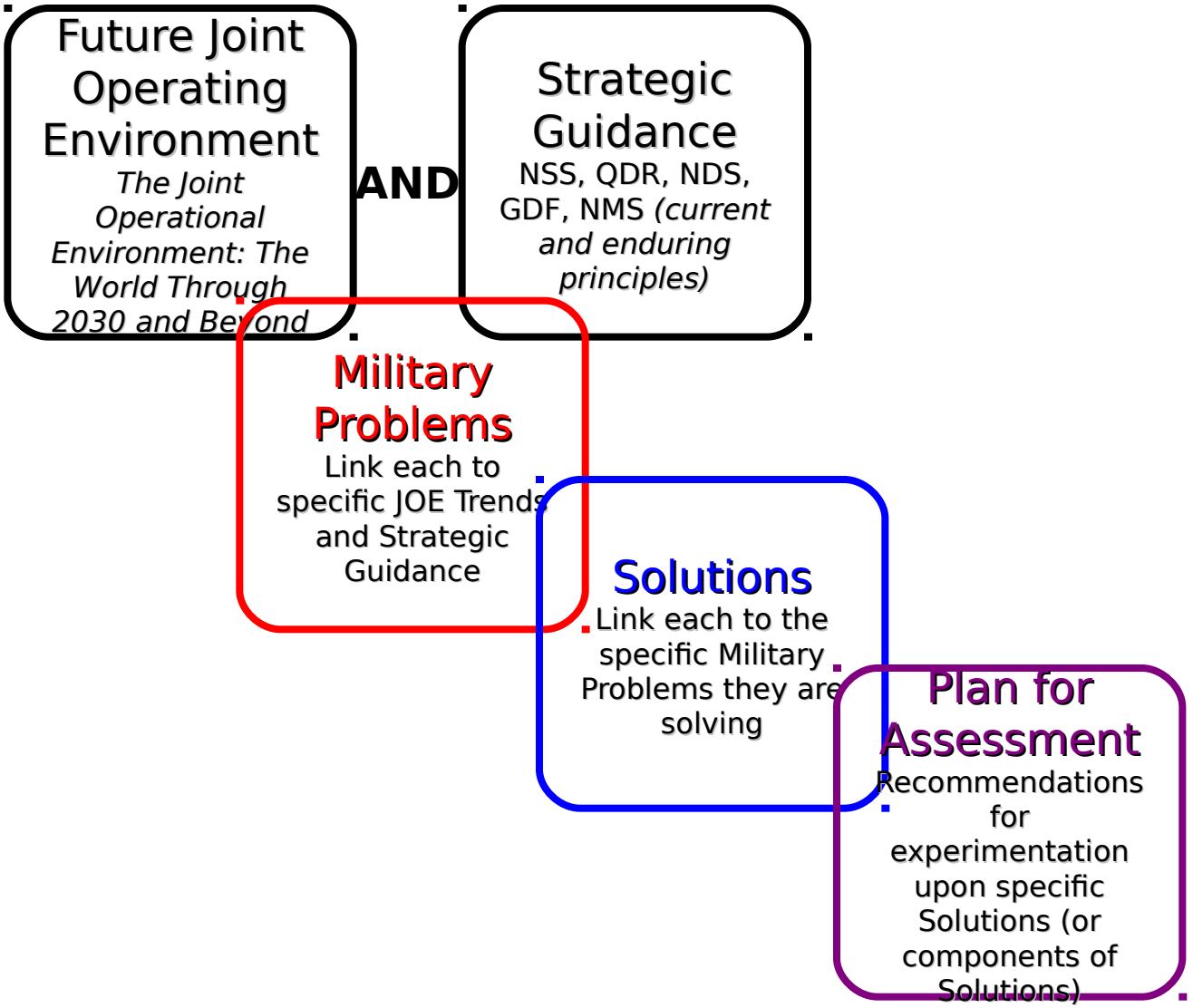
CCJO Logic


Future Joint Operating Environment
The Joint Operational Environment: The World Through 2030 and Beyond
AND
Strategic Guidance
NSS, QDR, NDS, GDF, NMS (current and enduring principles)
Military Problems
Link each to specific JOE Trends and Strategic Guidance
Solutions
Link each to the specific Military Problems they are solving
Plan for Assessment
Recommendations for experimentation upon specific Solutions (or components of Solutions)

Summary of Major Changes

- **Focus on the logic and linkages (JOE & Strategic Guidance → Military Problems→Solutions→Assessment).**

- **Addition of paragraphs describing the CCJO's relationship to the Joint Strategic Planning System (JSPS), Joint Experimentation (JE), and the Joint Capabilities Integration and Development System (JCIDS).**

- **Utilization of a global trends framework to describe the future operating environment and to develop the military problems.**

- **Expansion of the strategic guidance section to illustrate the nesting with both current guidance and enduring elements of strategic guidance.**

- **This revision has identified multiple military problems (versus the single, catch-all problem in the current CCJO) in an attempt to provide actionable military problems upon which today's leaders can orient their efforts and posture for the future.**

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Summary of Major Changes (Cont.)

- **A "vector" that underpins the solutions. This vector discusses the importance of understanding the operational environment and offers an approach for how to think about the military problems before we begin solving them.**

- **Unified Action discussion has been removed out of the Scope paragraph and will be re-written as part of the Solution. Emphasis will be upon providing guidance on "how" to achieve UA rather than a discussion saying that we simply need it.**

- **Implications section will more clearly align to a DOTMLPF framework.**

- **Inclusion of a well-developed plan for assessment.**

- **Inclusion of an appendix that provides a summary of existing Joint Operations Concepts.**

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CCJO Writing Team

Core Writing Team

Lead: JS/J7/JETCD

HQDA/G-3/5/7
USN/N5SC
USAF/A5XS
DASD/SO-LIC/FTR
USJFCOM/J9
USMC/MCCDC/G-3/5

JCDE Community Involvement

- **Writing team participation (commitment to 1-2 events per month)**
- **Versions 2.1 and 2.3 distribution**
- **Version 2.4 AO-level review (not required)**
- **Version 2.5 Planner-level and Version 2.7 GO/FO review**

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Summarized Outline

Title Page
Table of Contents
Chairman's Forward
Summary of Major Changes
Executive Summary
1. Purpose
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    2.A. Methodology
    2.B. Joint Operations Concepts (JOpsC)
        2.B.1. JOpsC Family
        2.B.2. Relationship to JSPS
        2.B.3. Relationship to JE and JCIDS
    2.C. Context
        2.C.1. Future Joint Operational Environment (Global trends)
        2.C.2. Strategic Guidance (NSS, QDR, NDS, GDF, NMS, enduring principles)
    2.D. Assumptions
3. Military Problems
    3.A. Assuring access to both the "global commons" and strategic areas of interest.
    3.B. Falling barriers to the acquisition of militarily significant technologies.
    3.C. Growing number and variety of relevant non-state actors including radical ideological groups, militant political movements, mercenaries, and insurgents.
    3.D. Growing complexity of the operational environment.
    3.E. Defending against an increasing number of threats to the Homeland
    3.F. Shifting and growing demand for military employment within the range of military operations.

Summarized Outline (Cont.)

4. Solutions
    - 4.A. Central idea
    - 4.B. Understanding the Military Problems
        - 4.B.1. How we think about the military problems is central to correctly identifying solutions
        - 4.B.2. Defining clear military problems amidst the VUCA (volatile, uncertain, complex, ambiguous) operational environment
        - 4.B.3. Foundational understanding of the unifying interests, common worldviews, ideologies, etc. that govern enemy behavior and frame politically distinct factions
        - 4.B.4. Capabilities-based/mission-focused
        - 4.B.5. Unified Action—Orienting capabilities upon the military problems through shared perceptions of common dangers
    - 4.C. Solutions (Proposed--Not yet developed by the Writing Team)
        - 4.C.1. Understand the Threat
        - 4.C.2. Prevent Conflict
        - 4.C.3. Mission-Focused
        - 4.C.4. Balanced Force
        - 4.C.5. Unified Action
        - 4.C.6. Expand Core Competencies into Emerging Domains/Environments
        - 4.C.7. Technological Investment
    - 4.D. Barriers to Solutions
5. Concept Risk and Mitigation
6. Implications
    - 6.A. DOTMLPF Implications
    - 6.B. Other Implications

Summarized Outline (Cont.)

7. Appendices
   - 7.A. References
   - 7.B. Abbreviations and Acronyms
   - 7.C. Plan for Assessment
     - 7.C.1. Revision Effort Assessments
     - 7.C.2. Proposed Assessments (potentially utilize JFCOM's Lines of Experimentation Framework? Tier 1 JCAs?)
   - 7. D. Summary of Existing Joint Operations Concepts (Lead Paragraph)
     - 7.D.1. Joint Operating Concepts
     - 7.D.2 Joint Functional Concepts
     - 7.D.3. Joint Integrating Concepts
     - 7.D.4. JETCD Website
   - 7. X.

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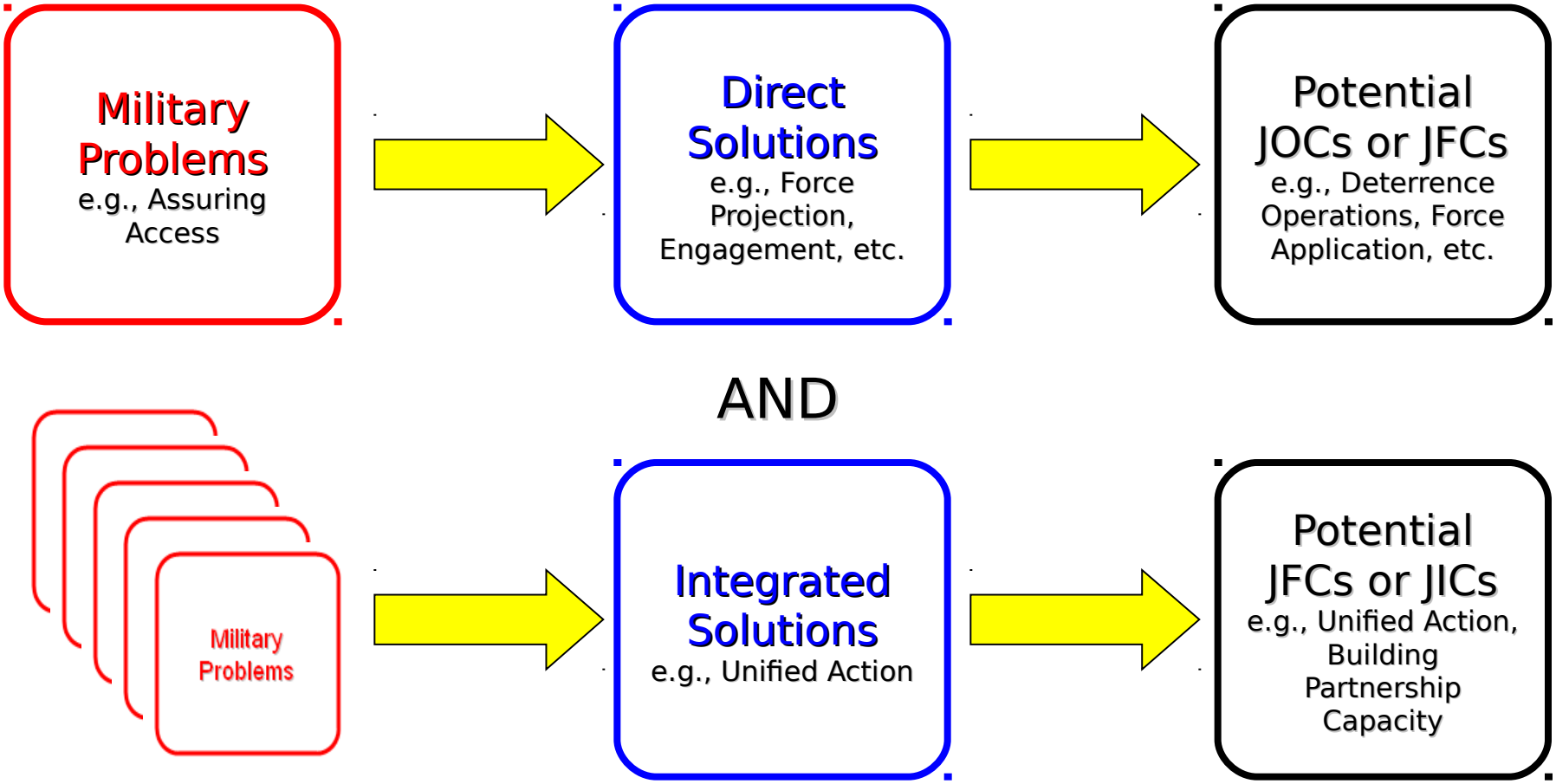
Solution Development Logic



e.g., Assuring Access, Technology, Non-state Actors, Growing Complexity, Shifting/Growing Demand w/in ROMO, etc.

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CCJO Timeline CAO: 11 Jan 08

22-24 Oct 07	Writing Workshop (Draft Version 2.1: Scope, Purpose, Military Problem, Outline)
06 Nov 07	Senior Advisor List to JETCD Chief
07-08 Nov 07	Writing Workshop (Scope, Military Problem, Central Idea)
09 Nov 07	Senior Advisor Request to Hicks & Assoc.
27-28 Nov 07	Writing Workshop (Outline & Working Draft Review)
03-13 Dec 07	CCJO Planner-Level Engagement
06 Dec 07	Version 2.1 Complete (DART Vector Check Submission)
10 Dec 07	DART Vector Check Outbrief
18 Dec 07	DART Vector Check Feedback Workshop
7-11 Jan 08	JCDE/JCSG Conference (CCJO Events 8 & 11 Jan)
14 Jan 08	Brief DJS
15-17 Jan 08	Writing Workshop (Solutions)
TBD	Brief CJCS
28 Jan 07	OPSDEPS In Progress Review
30-31 Jan 08	Writing Workshop (Solutions)
12-13 Feb 08	Writing Workshop (Risks, Implications, Assessment)
29 Feb 08	Version 2.3 Complete
Mar-Apr 08	Limited Objective Experiment(s)
3-14 Mar 08	DART/Advanced Service School Review
28 Mar-11 Apr 08	AO-level Review (Version 2.4)
25 Apr-09 May 08	Planner Review (Version 2.5)
23 May-06 Jun 08	GO/FO Review (Version 2.7)
Jun 08	OPSDEPS Brief (Version 2.9)
Post OPSDEPS	JCS Approval Briefing (Version 2.9)
TBD	IA/MN Workshop

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Initial VDJ7 Guidance

On behalf of the DJ7, RADM Mauldin:

- **Core Writing Team is essential to success**
- **You are paid to represent your organization's equities**
- **Think Joint**
- **Buy in early and often**
- **Clear articulation is key to transforming concepts to capabilities for the warfighter**
- **We are willing to deal with controversy**
- **Proposed vector**

Personal thoughts:

- **Be revolutionary and "edgy"**
- **Focus on a logical, well-structured Version 3.0**
- **No one is "more equal"—<u>everyone</u> has an equal opportunity to submit and communicate ideas**
- **You are the guardians of the future joint force…your children's military**

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JETCD Chief Introduction and Guidance

What you can expect from us:

- **Absolute commitment to this project**
- **Leadership and active facilitation**
- **Transparency and honest brokerage**
- **Protector of equal opportunity for all contributors**
- **Incorporation/synergy of group's ideas— "None of us is as smart as all of us."**

What we expect from you:

- **Unified Action—applies to the process as well as the concept**
- **Teamwork—work as one body of core writers**
- **No hidden agendas or parallel efforts**
- **Intellectual rigor—do your homework and come prepared**
- **Duke it out and compete your ideas—it will forge a better CCJO**
- **Tell us when we're naked and highlight issues early**
- **Support us as project lead**

Personal thoughts:

- **Version 3.0 is the goal—stay oriented upon that**
- **JETCD's #1 priority for the next year**
- **My personal commitment to CCJO 3.0**
- **Proposed vector**

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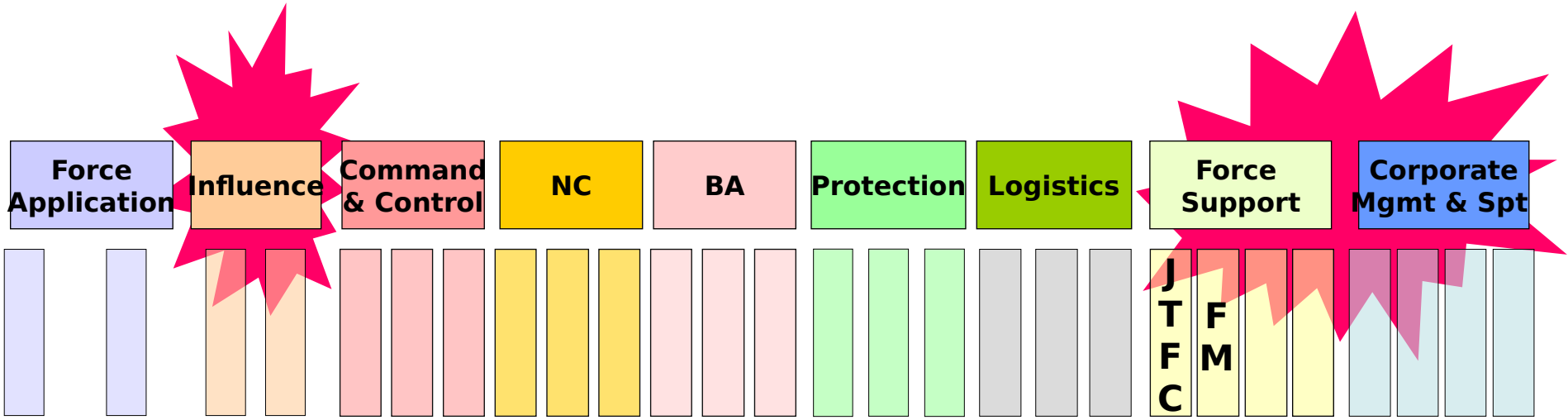
Incoming Tier 1 JCAs



Criteria

- Functionally decomposed
- 100% of DOD capabilities
- Uniform decomposition
- Maximize mutual exclusivity

Joint Staff J-7 To conduct JCA Decomposition Down to appropriate level

IRG ACP task 3.1.2: Use Top-Level JCAs for Capability Portfolios, establish business rules for binning resources

DAWG Action: Endorse Top-Level JCAs as Integrated Capability Portfolios

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Concept Summary

Our proposed vector orients our efforts in defining the military problem and offering conceptual solutions to future Joint Force Commanders facing the volatile, uncertain, complex, and ambiguous security environment of the future. It proposes the development and application of capabilities based on a foundational understanding of the unifying interests, common worldviews, ideologies, etc. that govern enemy behavior and frame politically distinct factions.

Our template—a "capabilities-based/threat-focused" approach—forges complementary strategies and concepts and seeks close coordination with Interagency and Multi-National partners through the shared perception of a "common danger." We must look beyond behavioral manifestations to governing elements of enemy behavior—its genetic code—to produce a more comprehensive understanding of the security environment that will allow us to achieve victory more decisively. Through studied analysis, we seek to develop innovative capabilities and technologies, minimize unnecessary redundancy, enhance interoperability, and align our forces to achieve unified action. Our endstate is a joint force designed, manned, and equipped to fight and win alongside our intergovernmental and international partners, against any adversary employing any combination of

Proposed CCJO 3.0 Revision Vector

"In military dictatorships the required unity of effort is always insured by the authority resting in one man's hands. Every individual must conform to the dictator's orders, the alternative is the firing squad. So, from the beginning, the necessary mechanical coordination is automatic.

In democracy this result is achieved much more slowly. The overwhelming majority of its citizens must first come to realize that a common danger threatens, that collective and individual self-preservation demands the submission of self interest to the nation's welfare."

General Dwight D. Eisenhower

Next-Level Paradigm

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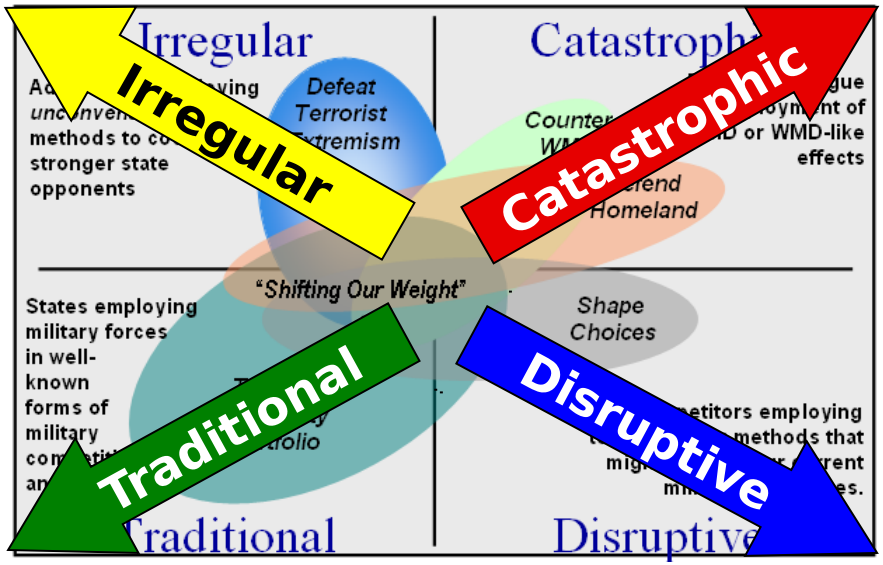
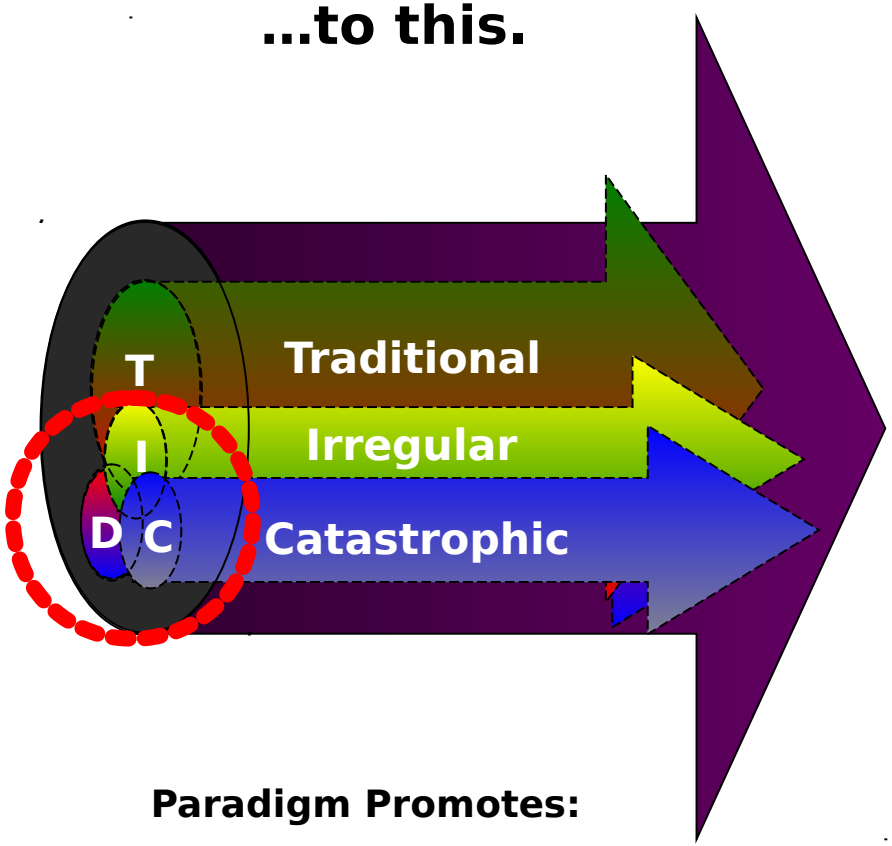


…to this.



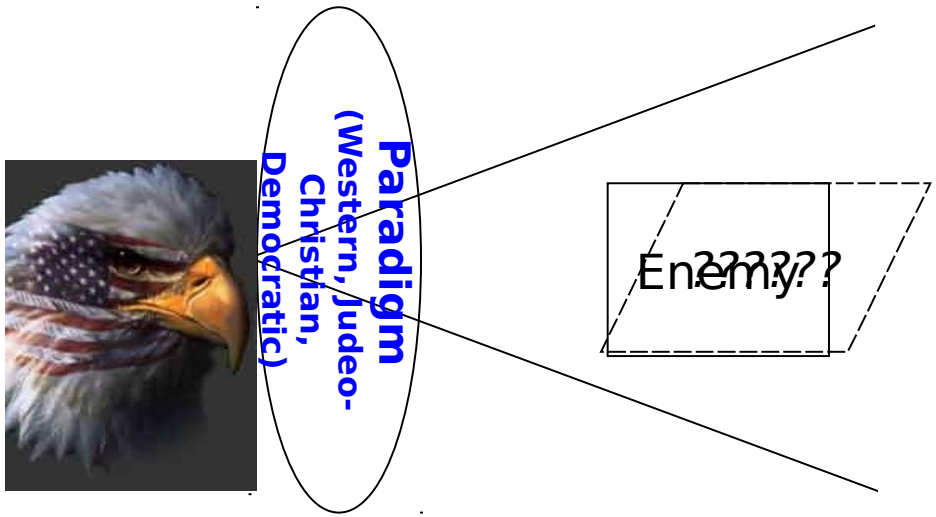
Effects:

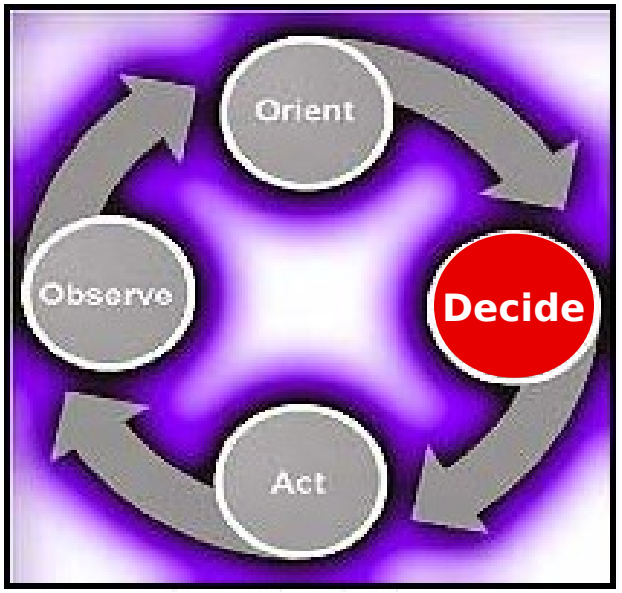
- **JOE describes 4 "alternative futures"**
- **Competing orientations**
- **Disparate efforts**
- **Bomb burst of activity**

Paradigm Promotes:

- **Coherent orientation & unity of effort**
- **Holistic perspective of the OE**
- **Quantitative and qualitative overmatch**
- **Clarity of purpose**
- **Complementary plans and**

Inclination



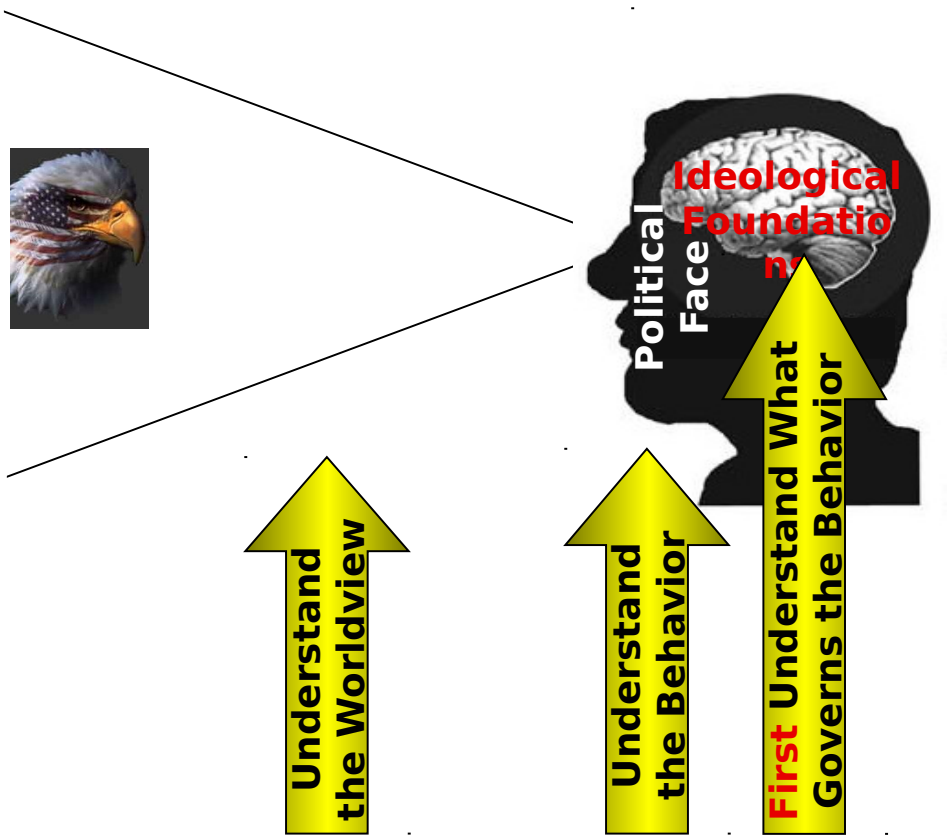


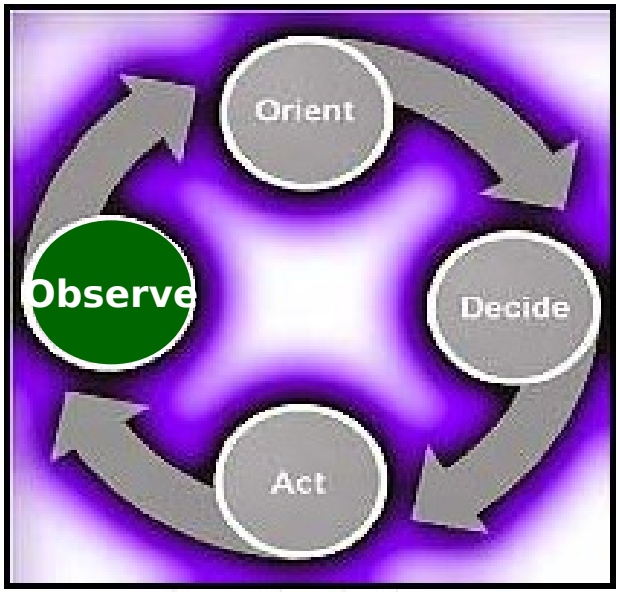
John Boyd's OODA Loop

I say you need to get out and <u>read what our enemies have said</u>. Remember Hitler. Remember he wrote Mein Kampf. He said in writing exactly what his plan was, and <u>we collectively ignored</u> that to our great detriment. Now, our enemies have said publicly on film, on the Internet their goal is to destroy our way of life. No equivocation on their part."

General Peter Pace, December 2005

Paradigm Shift





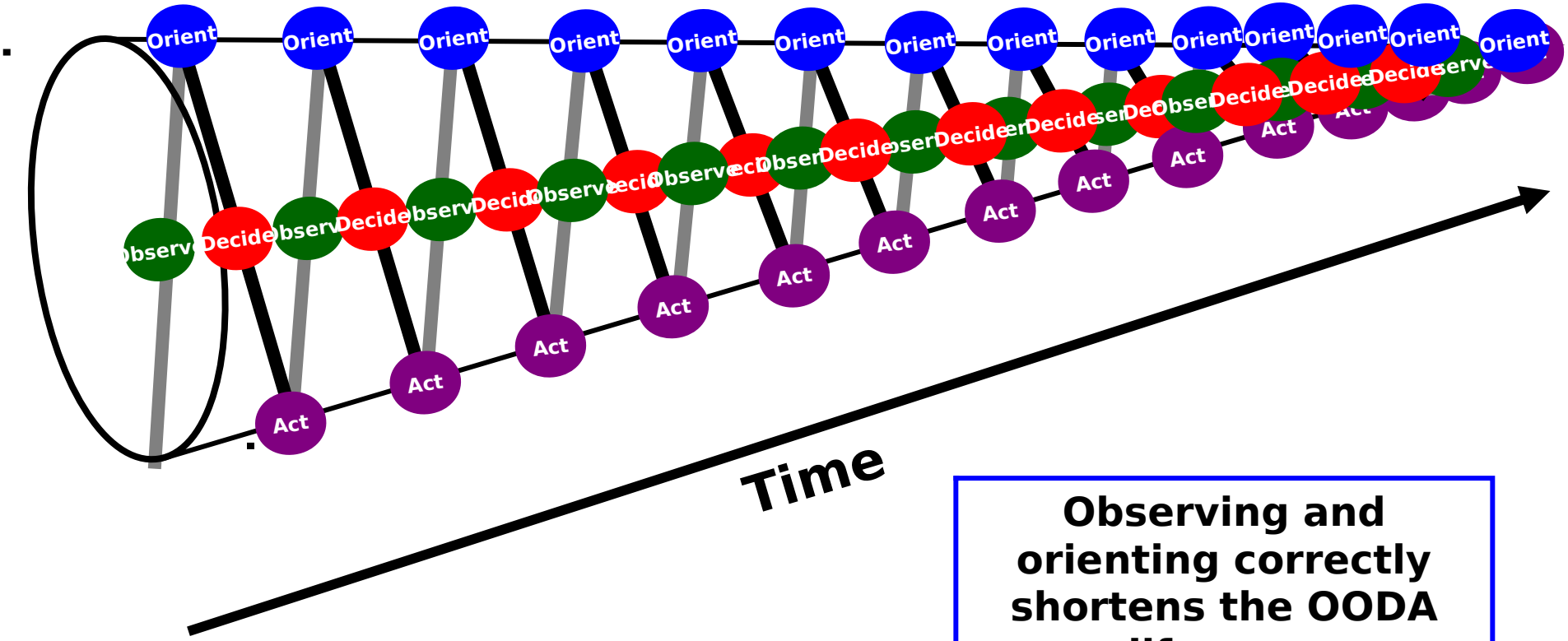
John Boyd's OODA Loop

The purpose of standing on the enemy's side of the hill is not an altruistic one. It concerns making the effort to map an alternative worldview in order to defeat one's adversary. Such a map can provide a degree of understanding, or at the least, the context within which one can judge an adversary's decisions and anticipate his future actions.

Kevin M. Woods, March 2007

Operational and Strategic Insights from an Iraqi Perspective

OODA Over Time



Observing and orienting correctly shortens the OODA lifespan.

Concept Template